



## Establishment Committee

**Date:** THURSDAY, 17 SEPTEMBER 2015  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:**

Deputy the Revd Stephen Haines (Chairman)	Wendy Mead
Edward Lord (Deputy Chairman)	Sylvia Moys
Randall Anderson	Deputy Joyce Nash
Nigel Challis	Barbara Newman
Deputy Billy Dove	Deputy Richard Regan
Alderman Peter Estlin	Elizabeth Rogula
Deputy Kevin Everett	Angela Starling
Deputy Jamie Ingham Clark	Philip Woodhouse
Jeremy Mayhew	

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**Lunch will be served in Guildhall Club at 1PM**  
**NB: Part of this meeting could be the subject of audio or video recording**

**John Barradell**  
**Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the public minutes and summary of the meeting held on 16 July 2015.  

**For Decision**  
(Pages 1 - 6)
4. **OUTSTANDING ACTIONS REPORT**  
Report of the Town Clerk.  

**For Information**  
(Pages 7 - 8)
5. **EQUALITY AND INCLUSION UPDATE**  
Report of the Director of Human Resources.  

**For Information**  
(Pages 9 - 12)
6. **CALCULATION OF REDUNDANCY PAYMENTS**  
Report of the Director of Human Resources.  

**For Decision**  
(Pages 13 - 22)
7. **SOCIAL MEDIA POLICY**  
Report of the Town Clerk.  

**For Decision**  
(Pages 23 - 40)
8. **REPORT OF ACTION TAKEN UNDER URGENCY PROCEDURES SINCE THE LAST MEETING**  
Report of the Town Clerk.  

**For Information**  
(Pages 41 - 42)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
11. **EXCLUSION OF THE PUBLIC**  
MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.  

**For Decision**

## Part 2 - Non-Public Agenda

12. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 16 July 2015.  
**For Decision**  
(Pages 43 - 46)
13. **OUTSTANDING ACTIONS REPORT**  
Report of the Town Clerk.  
**For Information**  
(Pages 47 - 48)
14. **POST TERMINATION OF EMPLOYMENT RESTRICTIONS ON OFFICERS**  
Joint report of the Comptroller and City Solicitor and the Director of Human Resources.  
**For Decision**  
(Pages 49 - 54)
15. **EMPLOYMENT TRIBUNAL CASE SUMMARY - SIX MONTHLY UPDATE**  
Report of the Comptroller and City Solicitor.  
**For Information**  
(Pages 55 - 60)
16. **REPORT OF ACTION TAKEN UNDER URGENCY PROCEDURES SINCE THE LAST MEETING**  
Report of the Town Clerk.  
**For Information**  
(Pages 61 - 62)
17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## Part 3 - Confidential Agenda

19. **CONFIDENTIAL MINUTES**  
To agree the Confidential minutes of the last meeting held on 16 July 2015.  
**For Decision**
20. **STAFF APPEALS COMMITTEE MINUTES**  
To note the minutes of a Staff Appeals Committee held on 28 July 2015.  
**For Information**

21. **OPEN SPACES DEPARTMENT - REVIEW OF A SERVICE**  
Report of the Director of Open Spaces. This report was considered and approved by the West Ham Park Committee on 27 July 2015.  
**For Decision**
  
22. **OPEN SPACES DEPARTMENT - SERVICE BASED REVIEW 2015/16**  
Joint report of the Director of Open Spaces and the Director of Human Resources. This report was considered and approved by the Open Spaces and City Gardens Committee on 7 September 2015.  
**For Decision**
  
23. **CITY SURVEYOR'S DEPARTMENT**  
Report of the City Surveyor.  
**For Decision**
  
24. **RESTRUCTURING OF A DIVISION WITHIN THE CHAMBERLAIN'S DEPARTMENT**  
Report of the Chamberlain.  
**For Decision**
  
25. **COMPLETION OF THE RECONFIGURATION OF THE TOWN CLERK'S DEPARTMENT**  
Report of the Town Clerk.  
**For Information**

## ESTABLISHMENT COMMITTEE

Thursday, 16 July 2015

**Minutes of the meeting of the Establishment Committee held at the Guildhall EC2 at 11.30 am**

### **Present**

#### **Members:**

Deputy the Revd Stephen Haines (Chairman)	Wendy Mead
Edward Lord (Deputy Chairman)	Sylvia Moys
Nigel Challis	Deputy Joyce Nash
Alderman Peter Estlin	Deputy Richard Regan
Deputy Jamie Ingham Clark	Elizabeth Rogula
Jeremy Mayhew	Angela Starling

#### **Officers:**

Simon Murrells	Assistant Town Clerk
Christopher Braithwaite	Town Clerk's Department
Paul Debuse	Town Clerk's Department
Matthew Lock	Chamberlain's Department
Michael Cogher	Comptroller and City Solicitor
Chrissie Morgan	Director of Human Resources
Janet Fortune	Human Resources Department
Tracey Jansen	Human Resources Department
Vincent Dignam	Department of the Built Environment
Jim Graham	Department of Built Environment
Jon Averbs	Markets & Consumer Protection Department

#### **1. APOLOGIES**

Apologies for absence were received from Deputy Billy Dove, Deputy Kevin Everett, Barbara Newman and Philip Woodhouse.

#### **2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations of interest.

#### **3. MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 11 June 2015 be approved as an accurate record.

#### **4. OUTSTANDING ACTIONS REPORT**

The Committee considered a report of the Town Clerk which set out the outstanding actions from previous meetings of the Committee.

The Committee agreed that the second action on the report should be amended to include a further action to request that revised SMART KPIs be included in the Business Plan update in October 2015.

**RESOLVED** – That the Committee notes the report.

5. **REVENUE OUTTURN FOR 2014/15**

The Committee considered a joint report of the Town Clerk, Chamberlain and the Comptroller and City Solicitor which provided the revenue outturn for the services overseen by the Establishment Committee in 2014/15.

**RESOLVED** – That the Committee notes the revenue outturn report for 2014/15 and the budgets proposed to be carried forward to 2015/16.

6. **TOWN CLERK'S BUSINESS PLAN QUARTERLY UPDATE**

The Committee considered a report of the Town Clerk which provided the first quarter update on the Town Clerk's Departmental Business Plan.

The Director of Human Resources provided an update on the rollout of the Staff Networks.

The Committee noted that the consultation regarding the reorganisation within the Town Clerk's Department had commenced, and agreed that a confidential, Members Only report providing an update on this should be submitted to the Committee in September 2015.

**RESOLVED** – That the Committee notes the report.

7. **COMPTROLLER AND CITY SOLICITOR'S BUSINESS PLAN QUARTERLY UPDATE**

The Committee considered a report of the Comptroller and City Solicitor which provided the Committee with the first quarter update for the Comptroller and City Solicitor's Department's Departmental Business Plan.

**RESOLVED** – That the Committee notes the report.

8. **CORPORATE TRANSPORT POLICY**

The Committee considered a joint report of the Director of Built Environment and the Director of Human Resources which sought approval of a Corporate Transport Policy which outlined the corporate expectations to be applied to all City of London Corporation vehicles and employees who drive or operate them or undertake driving duties in their own or other vehicles during the course of their employment.

The Committee queried whether this policy applied to Members. It was confirmed that it would not currently apply to Members, but a further report would be brought before this Committee and the Members Privileges Sub (Policy and Resources) Committee in due course to consider this matter.

**RESOLVED** – That the Committee approves the implementation of the Corporate Transport Policy, subject to the inclusion of a reference to vaping within the Smoking Policy portion of the Policy, and to amend paragraph 5.10 to add the word “generally” to the statement that the City of London Corporation did not expect mobile phones to be answered while driving.

9. **SMOKING POLICY UPDATE**

The Committee considered a report of the Director of Human Resources which informed the Committee of a change to the current No Smoking Policy to treat electronic cigarettes and vaping as normal cigarettes. The Town Clerk clarified that the report was for the Committee to approve the proposed amendment to the Smoking Policy.

**RESOLVED** – That the Committee approves the update to the Smoking Policy as set out in the report.

10. **MARKET FORCES SUPPLEMENTS**

The Committee considered a report of the Director of Human Resources which informed Members of the current position regarding Market Forces Supplements in the City of London Corporation. The report was supplemented by a report in the non-public section of the agenda to address particular issues which had been raised in relation to the IT Division of the Chamberlain’s Department.

**RESOLVED** – That the Committee notes the report.

11. **OPERATION OF THE SCHEME OF DELEGATION**

The Committee considered a report of the Director of Human Resources which provided information regarding the exercise of the Scheme of Delegations in the previous quarter.

**RESOLVED** – That the Committee notes the report.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no items of urgent business to be considered by the Committee.

14. **EXCLUSION OF THE PUBLIC**

**RESOLVED** – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item	Paragraph
15, 16, 20, 21	1, 2, 3, 4
17, 19	2, 3
18	4

22, 24	1, 2, 4
23	1, 2, 3
25	1

15. **NON-PUBLIC MINUTES**  
The non-public minutes of the meeting held on 11 June 2015 were approved.
16. **NON-PUBLIC OUTSTANDING ACTIONS REPORT**  
The Committee noted the report setting out the non-public outstanding actions from previous meetings.
17. **MARKET FORCES SUPPLEMENT (NON-PUBLIC REPORT)**  
The Committee noted a report of the Director of Human Resources which provided information in relation to Market Forces Supplements.
18. **REVIEW OF THE PROVISION OF ENVIRONMENTAL HEALTH-BASED REGULATORY SERVICES IN THE CITY OF LONDON**  
The Committee considered and approved a report of the Director of Markets and Consumer Protection which provided details of the actions proposed following a review of the Environmental Health-based regulatory services provided by the City of London Corporation.
19. **CITY OF LONDON SCHOOL FOR GIRLS - AMENDMENT TO PAY SCALE**  
The Committee considered and approved a report of the Director of Human Resources regarding the pay scale for the City of London School for Girls.
20. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no items of urgent business to be considered by the Committee.
22. **CONFIDENTIAL MINUTES**  
The confidential minutes of the meeting held on 11 June 2015 were approved.
23. **OPERATION OF THE SCHEME OF DELEGATION - CONFIDENTIAL APPENDIX**  
The Committee noted the confidential appendix to the report of the Director of Human Resources which provided details of the exercise of the Scheme of Delegation over the previous quarter.
24. **SERVICE BASED REVIEW - REVIEW OF A TEAM WITHIN THE TOWN CLERK'S DEPARTMENT**  
The Committee considered and approved a report of the Town Clerk which requested the Committee to approve proposed changes to a team within the Town Clerk's Department.



25. **FLEXIBLE RETIREMENT OF A CHIEF OFFICER**

The Committee noted a report of the Director of Human Resources which provided information of the flexible retirement arrangements for a Chief Officer.

**The meeting closed at 12.35 pm**

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Chairman

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### Establishment Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	16 July 2015, Item 6	<u>Town Clerk's Departmental Business Plan – Quarterly Update</u> A confidential, Members-only report providing an update on the consultation within the Town Clerk's Department to be submitted to the next meeting.	Assistant Town Clerk	September 2015	Confidential report included in the Members Only section of the agenda.
2.	16 July 2015, Item 8	<u>Corporate Transport Policy</u> A further report to be submitted to the Committee (and the Members Privileges Sub-Committee) to determine whether the Policy should apply to Members.	Director of Human Resources	October 2015	Report to be submitted to Establishment Committee in October 2015.
3.	30 April 2015, Item 18	<u>Town Clerk's Departmental Business Plan</u> a) The Town Clerk to ensure that KPIs in relation to housing, the cultural hub, employee engagement and staff attrition are included within the six-monthly Business Plan update report. b) The Town Clerk to ensure that all KPIs within the Business Plan are SMART (Specific, Measurable, Assignable, Realistic and Time-Related)	Assistant Town Clerk	October 2015	Updated KPIs to be provided in October 2015.

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<b>Committee</b>	<b>Date:</b>
Establishment Committee	17 September 2015
<b>Subject:</b> Equality and Inclusion Update	<b>Public</b>
<b>Report of:</b> Director of Human Resources	<b>For Information</b>

## Summary

This report updates Members on the various initiatives and activities since my last report in June 2015.

## Recommendation

Members are asked to note the report.

## Main Report

### Current Position

#### Equality and Inclusion Staff Networks

1. All six networks were successfully launched over a period of five months between March and July 2015.
2. In total, over 250 staff expressed an interest or attended the launches, representing approximately 8.5% of the workforce. This representation of staff was from all levels and departments. The Town Clerk attended and opened all six of the networks, supporting the six Chief Officer Sponsors of the networks.
3. Alderman Fiona Woolf attended and gave her support at the Womens' and LGBT network launches. The LGBT network launch, hosted by its Sponsor, the Private Secretary, Mansion House, was also attend by Edward Lord, Deputy Chairman of this Committee, and Alderman Charles Bowman; Simon Fanshawe of Astar-Fanshawe gave his support to and shared his experience of networks.
4. The Disability network launch heard the personal experience of Chantal Mendes from Time to Change (affiliate of Mind). The launch included group work and debate with the attendees and their Sponsor, the Chamberlain.
5. The Carers' Network launch was held during Carers' week in June, and was opened by the network's Sponsor, the Director of Open Spaces. Richard Cross, Ambassador for Carers UK, spoke about the organisation and his personal experience of balancing work commitments with caring responsibilities.

6. The BAME network launch was hosted by the network's Sponsor, the Deputy Town Clerk. Baroness Scotland spoke about her own childhood and career path; the Chief Commoner, Billy Dove, gave his personal account of the challenges and rewards of being a teacher in Hackney and Tower Hamlets; Cheri Class, mentor for graduate and post graduate youth service students, shared her wealth of experience of living and working in a multicultural society.
7. The Faith and Spiritual Wellbeing network was opened by its Sponsor the Remembrancer. Alderman Sir Roger Gifford outlined the ambitious plans for Co-Exist House to be the leading world centre for inter faith based in London; the Reverend Deputy Stephen Haynes, Chairman of this Committee, gave his own thoughts, observations and support for the establishment of the network. Justine Huxley, Director of St Ethelburgas Centre for Peace and Reconciliation, spoke about the work of the centre based in the City. Canon David Parrot, Guild Vicar, spoke about his role as the Guildhall Chaplain for all staff.
8. Other speakers at the network launches included internal staff who shared their professional and personal experiences. Summaries of each launch, speakers, event and progress updates on each network are included on the intranet site.
9. The networks are at varying stages of their development owing to the staggered launch dates. Some are currently in the process of electing for their key roles (i.e. Chairman, Deputy Chairman, Communication Lead, Network Support Lead and Learning and Development Lead) and some are already operational with plans in place for the coming year.
10. As part of the on-going work, each network will be guided to develop a work plan that tackles issues pertinent to that particular network. Additionally, the networks are expected to work cross-functionally on issues of shared interest.
11. Primarily, the benefit of the networks is that they will support the City Corporation's Equalities & Inclusion Strategy, creating a platform for staff views to assist in strategy development and solving organisational issues. As a secondary benefit, the creation of the networks supports the corporate aim of achieving the Investors in People Silver Standard.

### **Network Leaders Workshop**

12. The workshop for the network leads and their Sponsors took place in May, delivered by Radius Consultancy. This was useful in helping the networks to think about their aims and objectives for the year and to look at areas where the networks could work together on joint initiatives.

## **Senior Officer Development**

13. The Insight workshop took place for the Chief Officer Group with Simon Fanshawe in June. Staff Surveys took place in Markets and Consumer Protection and the Chamberlain's departments to represent frontline and support services. These were supplemented by meetings with the management teams in those departments. All of the information gathered will be used by Astar-Fanshawe to report back in the autumn. The findings will help to redefine the Equality and Inclusion Action Plan going forward.
14. The Chief Officers now have equality and inclusion built into their appraisal objectives. An interim equalities and inclusion consultant has also been appointed who is meeting with all Chief Officers in relation to the Public Service Equality Duty as it relates to service delivery.

## **Business plans**

15. All department business plans include equalities and inclusion actions and the Corporate Programme Delivery Unit's Business impact assessment template now includes equalities assessment as part of the standard business impact assessment.

## **New Acas Guides**

16. Acas have launched three new guides on discrimination and we will be reviewing our current suite of training courses and managers' guidance to ensure that they reflect the new guides.

## **Employment Monitoring Information**

17. Further to my report in June which presented the annual employment data for 2014/5, we are examining ways to expand information collated and analysed on a regular basis to inform the Equality and Inclusion Action Plan.

## **Conclusion**

18. This report provides Members of the Committee with an update on equality and inclusion initiatives.

## **Appendices**

None

## **Tracey Jansen**

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<b>Committee:</b>	<b>Dated:</b>
Establishment Committee	17 September 2015
<b>Subject:</b> Calculation of redundancy payments	<b>Public</b>
<b>Report of:</b> Director of HR	<b>For Decision</b>

## Summary

This report summarises the history of an agreed fixed formula for enhanced redundancy payments and asks Members to consider the reintroduction of the fixed formula for a period of 2 years. Members should note that the government is currently consulting on introducing a clause in the Enterprise Bill, announced in May this year, to cap 'exit payments'. There is no date for this as yet but it is suggested it could be as early as April 2016.

The reintroduction of the fixed formula is dependent on the current regulations for exit payments and affordability, should there be any changes to the regulations by legislation effective before 2017, or significant changes in affordability the position will be reviewed and the formula may be withdrawn. The formula will apply for anyone who leaves for any of the redundancy categories A – D, after 1<sup>st</sup> October 2015, even if their notice has been given prior to 1<sup>st</sup> October, up to 30<sup>th</sup> September 2017, unless the agreement is terminated earlier for reasons of affordability or changes to legislation.

## Recommendations

Members are recommended to agree to the reintroduction of the fixed formula, shown in Appendix 1, for the calculation of enhanced redundancy payments for the period 1<sup>st</sup> October 2015 to 30<sup>th</sup> September 2017, subject to this continuing to be affordable and in line with legislation.

## Main Report

### Background

1. In January 2011 Members agreed a standard formula for all staff being made redundant, whether on a compulsory or voluntary basis. This was agreed for a period of 12 months from April 2011 to March 2012. In February 2012 Members agreed to extend this to 31<sup>st</sup> March 2013.
2. At the JCC in early 2013 trade unions asked members to extend this permanently and Members agreed to consider the request. While this was under consideration they agreed to extend the application of the formula to the end of June 2013.

3. After due consideration Members decided not to extend the formula permanently and given the economic circumstances, to pay only statutory redundancy without any enhancements except that of paying actual week's pay in the calculation without the statutory cap.

### **Current Position**

4. Members are aware that every department is required to make service based savings. Many of the proposals involve reducing staff, and while most departments are intending to make those reductions by natural wastage, avoiding compulsory redundancies, inevitably there will be some redundancies over the next 2 years.
5. The use of the standard formula in 2011/12 was well received by both departments and staff. It gave some certainty to staff and minimised any discrimination claims arising from the potential for department to apply different formula.

### **Proposals**

6. It is proposed that members consider reintroducing the formula for a fixed period of 2 years, from 1<sup>st</sup> October 2015 to 30th September 2017. As before this would apply to all leavers due to any of the redundancy categories A – D, in that period. The Chamberlain is currently consulting on a document that defines how savings made by departments would be attributed. There are proposals for some savings to remain in departments rather than be taken centrally.
7. It is proposed therefore that as before where the whole or any portion of the saving made from making a post redundant is taken as a corporate saving, then that whole or part cost of redundancy is borne centrally. Where in whole or part the saving is retained by the department that whole or part cost will be borne by the departments.

### **Corporate & Strategic Implications**

8. The formula will increase the cost of redundancy over the current arrangements for those under 55 years old. Those over 55yrs who are made redundant are entitled under the regulations to receive their unabated pension and redundancy payments. This cost, however would, in general, be less than redeployment with protected pay for 3 years.
9. The government is currently consulting on a proposal to cap enhanced payments for redundancy. The proposal is that any enhancements would be capped at £95,000. The calculation of this is made up of the redundancy payment and any pension strain<sup>1</sup> cost caused by the early payment of unabated pensions.

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<sup>1</sup> Unabated Pension = the pension and any lump sum accrued to date of leaving is not reduced. If there is an extra cost due to early payment incurred by the City pension fund this is covered by the City (the pension strain).

10. The maximum redundancy payment for someone under the age of 55 is 26.5 weeks' pay. If the formula is introduced an employee in receipt of the maximum payment would need to be earning over £125k p.a. in order to hit the £95k limit. This would apply therefore to most of those in the Chief Officer pay scale and some senior officers with high levels of Market Force's Supplements.
11. For those over 55 it would depend on the cost of the unabated pension. The City of London have had 5 cases in the last 5 years where the total package for over 55s (pension strain + redundancy) exceeded the £95k. The most recent case was a Grade F redundancy whose package with pension strain costs totalled £133k.
12. Advice currently being circulated to Finance Directors in Local Government suggests that the cap could affect staff on grades E and above with 30 years' service. The shorter the service the more senior they would have to be to be affected, the advice suggests that this would affect staff with 10 years services in grades I and J and the Chief Officer grades. It would also affect people on lower grades but with higher levels of Market Forces Supplements.

### **Appendices**

Appendix 1 – Proposed Redundancy Formula.

Appendix 2 - Advice provided to the Chamberlain by AON Hewitt on the government proposals.

### **Janet Fortune**

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Redundancy Formula Applied April 2011 – June 2013  
Proposed for reintroduction 1<sup>st</sup> October 2015 for 2 years.

Redundancy Category	Payments		
	Redundancy Payment *	Discretionary Payment**	Pension***
<b>A</b> Compulsory (Under 55 yrs) Includes Volunteers who achieve the required savings.	Yes	Yes	N/A
<b>B</b> Compulsory (55 & over) Includes Volunteers who achieve the required savings.	Yes	No	Yes (unabated)
<b>C</b> Volunteers (Under 55 yrs) who <b>do not</b> achieve the required savings but where efficiencies would be achieved.	Yes	No	N/A
<b>D</b> Volunteers (55 yrs & over) who <b>do not</b> achieve the required savings but where efficiencies would be achieved.	No	No	Yes (unabated)

**\*Redundancy Payment**

The redundancy payment is based on length of service and is calculated using the following:

- Below the age of 22 : 0.5 weeks actual pay for each full year of service
- Age 22 – 40 : 1 weeks actual pay for each full year of service
- Age 41+ : 1.5 weeks actual pay for each full year of service

The maximum number of years which can be used for calculation purposes is 20 years. If an employee has more than 20 years' service, the last 20 years would be used. A maximum 20 years' service = maximum 30 weeks actual pay).

**\*\*Discretionary Payment**

The discretionary payment is based on x 0.5 of the Redundancy Payment.

**\*\*\*Pension**

Abated pension = the pension is reduced to take account of the extra cost incurred by the City pension fund as a result of the individual working less years but receiving a pension longer than the local government pension scheme assumes.

Unabated Pension = the pension and any lump sum accrued to date of leaving is not reduced. If there is an extra cost due to early payment incurred by the City pension fund this is covered by the City (the pension strain).

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*This is the advice circulated to the Chamberlain given by AON Hewitt on the government proposals.*

Dear all

Following its announcement on 23 May 2015, the Government has published a consultation on proposals to cap the total cost of exit payments to public sector workers to £95,000. The consultation document can be found here:

<https://www.gov.uk/government/consultations/consultation-on-a-public-sector-exit-payment-cap/consultation-on-a-public-sector-exit-payment-cap>

### Scope

Of most immediate interest (and possibly concern) to administering authorities and local authorities is the **proposal that the cap will cover pension strain payments due on redundancy early retirement**. Section 1.2 sets out that payments in scope include the “*monetary value of any extra leave, allowances or other benefits granted as part of the exit process which are not payments in relation to employment*”. The consultation goes on to clarify in Section 3.1 that exit payments include the cost of “*early access to unreduced pension*”. Compensation payments in respect of death or injury, serious ill health and ill health retirements would be excluded from any cap.

### Core Proposals

- A cap of £95,000 on the total value of exit payments (before tax) to employees in the public sector.
- A cap covering all forms of exit payments including cash lump sums, the cost of early payment of pension benefits and other non-financial benefits such as additional paid leave.
- A cap applying to all types of arrangement including formal redundancy schemes, collective agreements and contractual arrangements.

Where different payments are made, they would be aggregated for the purpose of comparison with the cap.

### Pension Aspects

The proposals are that employees would retain the option to take early retirement on an unreduced pension (where available) but that the cost to the employer should not exceed the cap. If lump sum redundancy payments are also made, the total cost of both the pension and lump sum payment should not exceed the cap. The consultation acknowledges that in the Local Government Pension Scheme there is an entitlement to an unreduced pension for employees over age 55 who leave employment on redundancy or business efficiency grounds, but concludes that local government pensions should be within the scope of the cap. If this proposal goes ahead, then there would need to be a change in the LGPS Regulations to deal with cases where provision of immediate unreduced pension benefits would breach the £95,000 limit.

## Implications for the LGPS / local authorities

Factors used to calculate early retirement strain costs vary by Fund, usually according to the funding strategy adopted (and hence the funding assumptions, primarily the discount rate and longevity improvement assumptions). If the proposed changes are made, it may well lead to increased scrutiny of the factors in use across the country and the accusations of a “postcode lottery” in relation to early retirements.

Using the factors for one of our administering authority clients, the £95,000 cap would be breached in future for someone retiring at age 55 with an accrued pension of around £15,000 and a critical retirement age of 65.

In relation to members with pre-2014 benefits, where there is no cash lump sum redundancy payment, (e.g. efficiency early retirements), the cost of the immediate payment of pension benefits would exceed £95,000 for the following sample members:

- A member with 30 years of membership and final pay of £52,000
- A member with 10 years of membership and final pay of £96,000

(for simplicity we've assumed the member is retiring at age 55 on 1 April 2016 with a critical retirement age of 60 for pre 2008 benefits, and that his/her pay over the previous two years under both 2014 and 2008 scheme definitions is the same)

The position becomes more difficult once you build in an allowance for redundancy payments. Allowing for statutory redundancy payments of 1.5 weeks' pay\* for each full year worked up to a maximum of 30 weeks, the total cost of the statutory redundancy payments plus immediate payment of pension benefits would exceed £95,000 for the following sample members:

- A member with 30 years of membership and final pay of £39,000
- A member with 10 years of membership and final pay of £75,000

\*This applies to those aged 41 or older

The calculations vary according to the age on redundancy as well as critical retirement age. In general, the higher the age on redundancy the lower the strain payment and the higher the critical retirement age the higher the strain payment but it is the relationship between the two (i.e. the number of years early the pension is being paid) which has the greatest effect on the calculations.

## Next Steps

The consultation closes on 27 August. The Government will consider the consultation responses and decide how best to achieve the stated aim of capping the total value of exit payments made to individuals leaving public sector employment. The intention is to introduce clauses to the Enterprise Bill to give effect to the cap. The effective date of any changes is not yet known but given the relatively short consultation period it is possible that implementation is being considered for April 2016. This could therefore have a material effect on local authorities' short-term plans and, in particular, their approach to achieving required cost savings.



## Final Comments

Whilst redundancy payments are principally an employer rather than an administering authority issue, we would strongly suggest that administering authorities alert their public sector employers to these proposals (noting that some exemptions are being considered and the devolved administrations will need to determine if and how they take forward similar arrangements for bodies for whose employment and remuneration practices they are responsible). There are other uncertainties over exactly which employers will be affected. For example, HMT has recently classified Universities as private sector for Fair Deal purposes, so does this mean they will not be covered by these proposals?

It is proposed that waivers may be granted in exceptional circumstances and, for local authorities, approved by Full Council or meeting of members in the case of fire and rescue authorities. Further, authorities would be required to publish a policy on when exceptions might be made and disclose any exceptions in their annual Statement of Accounts.

It is not clear if or how this new consultation relates to that carried out by the Coalition Government in 2014 concerning the repayment of exit payments made to high earning public sector workers (those earning more than £100,000) who return to the public sector within 12 months. The then Government's response suggested that those proposals would be taken forward using powers to be set out in the Small Business Enterprise and Employment Bill, no later than April 2016. It may be that if exit payments are to be capped as is now being proposed, it is considered that there will be no need to claw back any payments to high earners re-joining the public sector. The previous consultation can be found here:

<https://www.gov.uk/government/consultations/recovery-of-public-sector-exit-payments>

There are no draft regulations included within the consultation and the LGPS Regulations will need to be amended if the proposals are taken forward. It is not yet clear what form any amendments might take, and whether employers would have to use whatever of the £95k is left after any lump sum redundancy or other exit payments to waive some or all of the actuarial reduction on early retirement (and indeed on the extent to which the employee has to draw their pension benefit if made redundant over age 55) or to what extent there would be flexibility for employers and employees to agree the best combination of exit payments within a £95k limit on a case by case basis. Clearly the more flexibility is permitted, the higher the costs associated with redundancy exercises, particularly if large scale downsizing is required.

I hope this is a helpful summary. Do get in touch if you would like more information or to get a better understanding of how this might affect your Fund or your employers.

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<b>Committee</b>	<b>Dated:</b>
Establishment Committee	17 September 2015
<b>Subject:</b> Social Media Policy	<b>Public</b>
<b>Report of:</b> Director of Human Resources	<b>For Decision</b>

## Summary

As part of the HR strategy to review and develop a suite of modern employment policies, this paper seeks endorsement for the implementation of a stand-alone Social Media Policy in accordance with Advisory, Conciliation and Arbitration Service (ACAS) recommendations and best-practice, incorporating learning from a number of social media cases heard by UK employment tribunals.

## Recommendations

Members are asked to:

- Approve the Social Media Policy attached as Appendix 1.
- Note the communications plan outlined at paragraph 11 which will ensure that all employees are made aware of the Policy as it relates to them.

## Main Report

### Background

1. The growth of social media in the past few years is notable, fuelled by a combination of greater internet access and the ubiquity of smart mobile devices. In 2014, 54% of adults in Great Britain had used the Internet for social networking.
2. The rapid rise and increasing prominence of social media has seen corporate organisations harness the various platforms available to engage and interact directly with customers and stakeholders. In this regard the City of London Corporation is no different, with a number of official accounts managed by authorised officers.
3. The pervasiveness of social media represents a blurring of the physical and virtual spheres which for many is not entirely recognised. For employers, this has raised a number of issues, with an array of emerging case-law in UK Employment Tribunals. While case-law on the subject is still developing, the employment issues fall broadly into two camps as follows; social media vetting

as part of the recruitment process and the potential for discrimination, and disciplinary action for inappropriate use of social media.

4. In order to minimise risks to employers, ACAS recommend that a separate Social Media Policy should be drawn up and communicated to employees to set expectations of what constitutes acceptable use. Without a policy, difficulty might arise in enforcing sanctions against inappropriate use, presenting a risk to the City of London Corporation as an employer. The launch of the Social Media Policy aims to reduce and ultimately eliminate this risk.

### **Current Position**

5. Currently, the Communications & Information Systems Use Policy contains reference to social media use. However, the Policy is somewhat limited in its scope and overall coverage and while the content would have been appropriate at the last review point, case-law has developed in recent years to the point it is now appropriate to review our Policy.
6. In addition, whilst the Code of Conduct allows us to manage misconduct in relation to social media, given the growth in its use and the perceptions that some employees may have about personal usage, we feel that a specific policy should now be adopted.
7. Generally, social media misuse centres on three distinct strands, namely; sharing confidential information unlawfully, cyber bullying, and acting in a way that brings the employer into disrepute.
8. The proposed Policy at Appendix 1 sets out four guiding principles intended to be broad enough to cover the three strands outlined above.

### **Corporate & Strategic Implications**

9. Colleagues from Town Clerks, Comptrollers & City Solicitors, Chamberlains, Department of Community and Children's Services and the Trade Unions were consulted throughout the development of this Policy. Managers within the business were also consulted on its development through HR Business Partners.
10. Chief Officers were also directly consulted in the development of the policy.

### **Implications**

11. As the Policy applies to both professional and personal contexts of social media use, HR's focus will be to educate all employees on what constitutes appropriate social media use, and educate managers on how to deal with instances of inappropriate use. For managers, the Managing People Policy will be the first reference point, but education across the organisation will include a communications plan to launch the new Policy supplemented by the employee FAQs attached as Appendix 2; e-learning content; departmental leadership and team briefings via HR Business Partners.

## **Conclusion**

12. In conclusion, the proposed Social Media Policy takes into consideration the current best-practice and learning from case-law.
13. The Social Media Policy aims to mitigate the risk of exposure to social media misuse which current policies may not necessarily provide sufficient coverage for.

## **Appendices**

- Appendix 1 – Social Media Policy (Draft)
- Appendix 2 – Employee FAQ Document (Draft)

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# Social Media Policy

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## Statement of Intent

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1. This Social Media policy has been developed as part of the City of London Corporation's commitment to provide employment policies that are relevant for a modern workforce.
2. The move for organisations to use social media as platform to connect with their stakeholders is prevalent. In this respect, the City Corporation is no different and already operates corporate social media accounts to engage and interact with specific audiences.
3. While recognising the benefits and new opportunities these communication platforms bring, given the reach and relative permanence of social media, this policy sets out the principles that City Corporation employees, contractors, agency and casual staff and volunteers are expected to follow when using any social media platform.
4. The City Corporation recognises an individual's right to freedom of expression, and while there is no specific regulation of social media, existing criminal law, and defamation, employment and data protection laws apply.
5. The Director of Human Resources will be responsible for the interpretation, advice and management of the policy and procedure on behalf of the City of London Corporation.

## Scope

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6. This policy applies to all employees, contractors, volunteers, agency and casual workers at the City Corporation, including teaching staff in the three City Schools and support staff in City of London Police. Reference to employee in this policy refers to all those in scope as described above.
7. This policy may be supplemented by local social media policies for example within Schools and the Barbican Centre where local policies already act as an extension to this policy.
8. This policy applies to the use of social media in both professional (i.e. in the course of your duties and on behalf of the City Corporation) and personal capacities (i.e. your own personal accounts) regardless of whether that use takes place on City Corporation premises, while travelling for business, while working from home, including use outside of normal working hours. It also includes where employees use their own personal electronic devices to use social media, and where the employee or the City Corporation and/or its **partner organisation(s)** may be identifiable.



## Purpose

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9. The purpose of the policy is to:
- provide employees with a framework that outlines appropriate use of social media
  - protect employees and preserve the City Corporation and partner organisations reputation
  - protect the City Corporation against liability for the actions of its employees

## Guiding Principles

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10. Consistent with the City Corporation's values of Lead, Empower, Trust; the following Guiding Principles should be adhered to when using any form of social media.
- Do not mix the professional and personal in ways likely to bring the City Corporation into disrepute.
  - Do not act in a way that may diminish or undermine your own or your colleagues' reputation and/or effectiveness at work.
  - Do not imply City Corporation endorsement of your personal views when using social media.
  - Do not disclose or misuse confidential information obtained through work.
11. Conduct online should be consistent with the City Corporation's Code of Conduct.

## Professional Use

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12. Whilst employees are encouraged to explore social media for work purposes, only authorised officers of the City Corporation may broadcast from official accounts. Partner organisations are not allowed this access unless expressly provided by the Digital Communications Manager.
13. The City Corporation actively encourages the creation of social media accounts for appropriate business use. Permission from the departmental Chief Officer and Digital Communications Manager must be sought and approved beforehand and while experimentation is encouraged and rarely refused, the Chief Officer's decision will be final. Refer to the [BARCelona guidelines](#) for guidance on appropriate use for any professional account.

14. Employees using social media accounts for work purposes should be mindful to always act like a public servant and in the best interests of the community we serve.
15. City Corporation social media accounts must not be used to share or spread inappropriate content, or take part in any activities that could bring the City Corporation into disrepute. When sharing content, employees should always thoroughly review any content to ensure its suitability and appropriateness before sharing with their network.
16. Social media usage must adhere to all internal and local style protocols. For further information see the [BARCelona Guidelines](#).
17. Respect copyright and credit where required. Employees must have copyright permission before using any text, images or video created by another party and need to be credited. Where possible include a link to the source, but for further specific advice refer to the BARCelona Guidelines.
18. If using a photograph that you have taken yourself, ensure that you obtain permission from any recognisable people in it before publishing. Also, photos of children cannot be used unless specific permission has been granted by parents / guardians or teachers.
19. During a 'crisis' or emergency, all Corporate social media will stop and local feeds should just follow @cityoflondon until given clearance to start up again. Employees may retweet the main City of London feed, Police, TfL and other official sources.
20. Officers must refer all requests for Contractor references to City Procurement who will issue a response after consultation with the appropriate Contract Manager. Officers must also refer all requests for the promotion and marketing of City Contractors to City Procurement who will decide whether the request should be approved.

## Personal Use

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21. If social media use is not a necessary element of an employee's role, then personal social media use should take place during designated breaks and before or after work.
22. Even when used in a purely personal capacity, employees should be mindful that they may still be perceived as a representative of the organisation by their network and by others who may be able to see what they write, whether or not they identify themselves as someone who works for the City Corporation. Behaviour should therefore be in line with the Guiding Principles and City Corporation's general Code of Conduct.
23. Personal accounts must not include City of London Corporation or any variation thereof in the name or username fields of the profile, regardless of **privacy settings**.

24. Personal accounts must also not intentionally use the City's crest, or coat of arms, or any trademarked logos such as the Barbican Centre or City of London Police logos. This is acceptable where this might be automatically populated by the social network; Facebook or LinkedIn for example.
25. Employees should be mindful that anything posted on the Internet is within the public domain, which may be accessible to customers and colleagues. Whilst recognising everyone's right to freedom of expression, employees should always assume that all of their social media communication is visible to anyone, anywhere, at any time and act accordingly, regardless of privacy settings. Please also note that anything which could be interpreted as business conducted on behalf of the City Corporation could fall within scope of the Freedom of Information Act 2000.
26. Where employees have taken steps to conceal their identity and employer – either in part or more fully – employees should be mindful that it is unlikely this would remain hidden in all circumstances.

## **Inappropriate Use**

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27. This section outlines how breaches of the "Guiding Principles" will be addressed.
28. Employees are individually responsible for any content they publish on social media sites, including anything shared (or retweeted).
29. Employees should be aware that deliberate or even inadvertent misuse of social media (in either a professional or personal capacity) in breach of the 'Guiding Principles' or Code of Conduct may lead to disciplinary action under the City Corporation's [Disciplinary Procedure](#).
30. Serious breaches of the 'Guiding Principles', for example incidents of bullying individuals / colleagues or social media activity causing (or with the potential to cause) serious damage to the City Corporation, may constitute gross misconduct and may lead to action under the disciplinary procedure up to and including dismissal.
31. Examples of inappropriate conduct that may constitute a disciplinary offence.

Any communications that employees make in a professional or personal capacity through social media that:

**Bring the organisation into disrepute, for example by:**

- criticising or arguing with customers or colleagues;
- making defamatory comments about colleagues and/or individuals, customers, partner organisations or other associated groups; or
- making offensive or derogatory comments relating to sex, gender reassignment, race (including nationality), disability, sexual orientation, religion or belief or age;
- posting images that are inappropriate or links to inappropriate content;

**Breach confidentiality, for example by:**

- revealing confidential information owned by or in relation to the City Corporation;
- giving away confidential information – such as personal information or information about associated organisations (such as another Local Authority or local business); or
- discussing the City Corporation’s internal workings (such as its future business plans, proceedings of committee meetings that have not been expressly authorised for sharing or already communicated to the public);
- failing to comply with section 14 of the Employee Data Protection Policy.

**Do anything that could be considered discriminatory against, or bullying or harassment of, another colleague, for example by:**

- making offensive or derogatory comments relating to sex, gender reassignment, race (including nationality), disability, sexual orientation, religion or belief or age;
- using social media to bully, harass, threaten or victimise a colleague
- posting images that are discriminatory or offensive (or links to such content).

32. Employee’s personal social media profiles will not be routinely monitored. However, the City Corporation may monitor employee’s internal and external communications at work in line with the [Employee Data Protection Policy](#). The City Corporation considers that valid reasons for checking an employee's internet usage include suspicions that the employee has:

- been spending an excessive amount of time using social media websites for non-work-related activity; or
- acted in a way that is in breach of the ‘Guiding Principles’ set out in this policy.

33. Employees who work with pupils or other vulnerable persons are responsible for their own actions and behaviour and should avoid any conduct which may lead any reasonable person to question their motivation and intentions. Appropriate professional boundaries must be maintained at all times, and under no circumstances should employees who work with vulnerable persons “friend” or “follow” that person online. If you have any concerns around an individual’s behaviour you can contact either the Designated Safeguarding Lead (DSL) in the first instance, or the Local Authority’s Designated Officer (LADO) within Department of Community & Children’s Services.

34. Access to social media websites from premises, computer equipment or electronic devices belonging to the City Corporation may be withdrawn in the case of misuse.

## Monitoring

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35. Internet usage will be monitored corporately in accordance with the [Communications & Information Systems Use Policy](#).
36. Employees who see social media content that disparages or reflects poorly on the City Corporation should inform their line manager and the Digital Communications Manager as soon as possible.

## Social media in the recruitment process

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37. Recruiting managers should not screen prospective employees via social media channels, unless there is a justifiable reason in connection with a requirement of the role (for example, marketing or communications jobs where communication via social media is fundamental to the role) and/or where the candidate has expressly provided the content they wish to be viewed.
38. Employees involved in the recruitment process, or recruitment agencies acting on behalf of the City Corporation should be mindful of the City Corporations commitment to promoting Equal Opportunities and the Equality Act 2010. Employees or partner organisations involved in recruitment should therefore pay particular attention to avoid the presumption that an applicant's protected characteristics (for example, sexual orientation and/or religious beliefs) played a part in any recruitment decision, and ensure the principles of the Recruitment and Selection Policy are followed.

## Definitions

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39. **Social media** is the collective of online communications channels or social networks dedicated to community-based input, interaction, content-sharing and collaboration. Websites and applications dedicated to forums, micro-blogging, social networking, social bookmarking and wikis are among the different types of social media. This includes but is not limited to online social forums such as Twitter, Facebook and LinkedIn, YouTube and Flickr. Employees should be aware that this list is not exhaustive and there are many more examples, but should follow the guidelines in relation to any social media that they use.
40. **Privacy settings** refer to the controls available on social networking websites that allow users to limit other users access to their profile or information contained within.
41. **Partner organisations** refers to any contractors, agency staff or organisations working on behalf of the City Corporation.

## Links / Other resources

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- [Social Media FAQ's](#)
- [Code of Conduct](#)
- [Disciplinary Procedure](#)
- [Recruitment and Selection Policy](#)
- [Employee Data Protection Policy](#)
- [BARCelona Guidelines](#)
- [Communications & Information Systems Use Policy](#)

## Social Media - FAQ's

[Why does the City of London need a policy on social media?](#)

[I don't use social media as part of my job so how does the Social Media Policy affect me?](#)

[If I use social media to share thoughts about work, will I be breaching the Social Media Policy?](#)

[My settings are set to private, does this still apply to me?](#)

[Will my personal activity on social network sites be monitored?](#)

[My manager, colleagues or customers have requested to add me as a "friend", should I accept?](#)

[Can I leave endorsements or recommendations for colleagues on social networking sites, for example LinkedIn?](#)

[I'm aware a colleague has acted inappropriately on social networking websites, what should I do?](#)

[I run a blog, or am thinking of developing a blog to share my professional experiences– is this OK?](#)

[I've posted something in the past that I think might be inappropriate or not in accordance with the Social Media Policy – what should I do?](#)

[Who can I speak to for further information?](#)

**Q. Why does the City of London need a policy on social media?**

Social media has now become a major part of many people's lives and has changed both the way we work and communicate with each other.

Through social media, it's possible to engage and interact with a global audience almost instantaneously, opening a number of opportunities for us as an employer and you as an employee in your personal and professional life.

As the world has embraced social media, it's important we have a Social Media Policy to define how we will act when using social media both professionally and in our own time, in order to

- ensure that we uphold the City of London Corporation's values and reputation at all times;
- help employees understand the do's and don'ts when using social media;
- safeguard employees from unintentionally using social media inappropriately in a way they may affect the City Corporation, its partners and our colleagues.

**Q. I don't use social media as part of my job so how does the Social Media Policy affect me?**

The City of London recognises that social media forms a big part of many people's lives and social networks provide a platform for anyone to broadcast their thoughts, feelings and opinions to a global audience in a matter of seconds. Due to the reach and relative permanence of social media, care needs to be taken about what you say and you should familiarise yourself with the "Guiding Principles" outlined in the Social Media Policy. You should be mindful that your behaviour online does not breach any of these principles.

- Do not mix the professional and personal in ways likely to bring the City Corporation into disrepute.
- Do not act in a way that may diminish or undermine your own or your colleague's reputation and/or effectiveness at work.
- Do not imply City Corporation endorsement of your personal views when using social media.
- Do not disclose or misuse confidential information obtained through work.

See the BARCelona guidelines for further information on Professional and Personal Use. Essentially, your conduct online should not differ from the conduct expected of you offline.



**Q. If I use social media to share thoughts about work, will I be breaching the Social Media Policy?**

We hope that you would want to share positive things about where you work. While, we recognise everyone's right to freedom of speech, talking negatively about your employer (whether that's your work, colleagues or managers) is rarely a good idea, and can be damaging.

We realise you may want to let off some steam from time to time, but be mindful of how this might be viewed and reflect on the City Corporation or colleagues, as often things can be misinterpreted or misrepresented. If you have an opinion related to your work, you should seek to discuss this with your line manager or colleagues directly.

Even if you do not specifically say that you work for the City of London, remember that it might be possible to find out where you work through online search engines. As a matter of best practice, from time to time you should try searching for yourself to see what results come up, and aim to remove any content that you no longer feel is appropriate.

**Q. My settings are set to private, does this still apply to me?**

Remember that once something is posted on the Internet, it's in the public domain, regardless of whether your settings have been set to "private". Always assume that all your social media communication is visible to anyone, anywhere and at any time, and act appropriately.

Social networking sites also alter their terms and conditions and privacy settings from time to time, so it's wise to review your settings every so often.

**Q. Will my personal activity on social network sites be monitored?**

No, your personal activity on social networking sites will not be monitored unless it has been brought to our attention that:

- You are misusing the internet during times when you should be working
- You've broadcast something online that reflects badly on the City Corporation, our partners or colleagues

Internet usage will be monitored as normal in accordance with the [Communications & Information Systems Use Policy](#).

If you've acted in a way that might breach the Guiding Principles, we will request that you remove the content. If you breach the Guiding Principles e.g. (by making defamatory comments about the City, sharing confidential information, or by offending / harassing another colleague and/or individual), this will be dealt with as a disciplinary issue.

**Q. My manager, colleagues or customers have requested to add me as a “friend”, should I accept?**

This is your personal choice and might depend on the type of social network, but you should not feel, or be pressured into accepting a request you might not be comfortable with.

If you have been friend requested by a colleague and are not sure whether to accept, it's OK to politely decline the invitation as you might want to keep your professional and personal life separate.

If you are a manager, you should also consider how inviting or accepting requests can be perceived by other colleagues and staff who work for you.

**Q. Can I leave endorsements or recommendations for colleagues on social networking sites, for example LinkedIn?**

Endorsing others is a great way to recognise your colleagues for the skills you've seen them demonstrate. Recommendations are OK too, but remember they should be factual and respectful and you should not suggest that your comments are made on behalf of the City Corporation. You cannot provide employment references on behalf of the City of London Corporation through social media channels. All such enquiries should be made by prospective employers direct to the City Corporation and the relevant manager will be asked to provide information as appropriate.

LinkedIn also helpfully provide some [Community Guidelines](#) for reference.

**Q. I'm aware a colleague has acted inappropriately on social networking websites, what should I do?**

If you think that a colleague has used social media inappropriately, you should inform our Digital Communications Manager in Public Relations (Gavin Simpson) and your line manager as soon as possible. Where possible, we will work to contain any damaging posts and address the issue with the employee.

If the matter is a potential safeguarding issue, then the Designated Safeguarding Lead (DSL) in a School, or the Local Authority Designated Officer (LADO) in Department of Community & Children's Services should also be made aware.

We understand that you might not want your colleague to know that you have brought the issue to management attention, and where possible we will work to ensure confidentiality.

**Q. I run a blog, or am thinking of developing a blog to share my professional experiences– is this OK?**

We recognise that some staff might want to develop their personal brand by self-publishing material by blogging online. It's possible to do this through various social

networking sites, for example LinkedIn provides a platform for professionals to share their experiences or views. While we don't want to limit your use of social media, just be mindful that your posts do not breach any of the Guiding Principles contained within the Social Media Policy.

**Q. I've posted something in the past that I think might be inappropriate or not in accordance with the Social Media Policy – what should I do?**

In the first few months, we expect to take a softer approach to most instances of potential misconduct while our employees get accustomed to the new policy. If you have any concern about something you may have posted which might contravene this policy, it is advisable that you go over any previous postings that you think might now be inappropriate and remove them accordingly.

However, for more serious instances of misconduct (i.e. racist or homophobic postings) that is brought to management attention, it would be inappropriate to overlook this and would need to be dealt with formally.

**Q. Who can I speak to for further information?**

If you require further information on the content of the policy, contact your HR Business Unit.

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<b>Committee:</b>	<b>Date:</b>
Finance Committee	22 September 2015
<b>Subject:</b> Decisions taken under Delegated Authority or Urgency since the last meeting of the Committee	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>

## Summary

This report advises Members of action taken by the Town Clerk since the last meeting of the Committee, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order No. 41(a).

## Recommendation

Members are asked to note the report.

## Main Report

### City Office in Brussels

#### Background

1. In the context of a UK referendum on EU membership, the Commission's Investment Plan the development of an EU Capital Markets Union, and the need to enhance the UK's engagement with EU institutions and Member States generally, an independent review of the work of the City Office in Brussels (COIB) has concluded that it is necessary to enhance both the level and the volume of work.

#### Action Proposed

2. It was proposed to appoint a new senior representative based in the COIB to engage with senior EU policy makers and officials. £500,000 per year for three years (2015/16 to 2017/18) to fund the position and support functions required was approved by the Policy & Resources Committee on 23 June 2015.
3. The salary for the new senior representative will be in excess of £100,000. In light of this level of salary, approval from the Establishment Committee and the Court of Common Council's was required.
4. The new senior representative will be able to represent the UK based financial and professional services sector at the highest levels in Brussels and in EU Member States, with policy makers, regulators central bankers, MEPs, Commissioners and officials, national governments and other key opinion formers.

5. For 2015/16, the funding is carried forward from corporate underspend in 2014/15. For 2016/17 and 2017/18, a base budget adjustment will be added to financial forecasts.

#### Reason for Urgency

6. It was important that the high profile candidate for the position is secured before matters are made public.

#### Action Taken

7. The Town Clerk, in consultation with the Chairman and Deputy Chairman of the Establishment Committee, agreed to the establishment of a post of Senior Representative, based in Brussels, at a salary of approximately of £200,000.
8. This action was also reported to the Court of Common Council on 10 September 2015.

#### **Contact:**

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